

GOVERNMENTAL DIRECTION AND SUPPORT

Office of the Chief Financial Officer (AT0)

The mission of the Office of the Chief Financial Officer (OCFO) is to bring fiscal stability, accountability and integrity to the District through comprehensive financial management in order to support public services and restore stakeholder confidence in the Government of the District of Columbia.

Chief Financial Officer

Dr. Natwar M. Gandhi

Proposed Operating Budget (\$ in thousands)

\$80,471

Fast Facts

- The proposed FY 2001 operating budget is \$80,470,654, a decrease of \$1,100,100 from the FY 2000 budget. There are 1,026 full-time equivalents (FTEs) supported by this budget.
- The agency net decrease is largely due to reductions from the transfer of the SHARE Computer Center to the Office of the Chief Technology Officer (OCTO).
- The OCFO anticipates collection of \$3.2 billion in revenue in FY 2000, which represents 67 percent of the total District budget.
- The District completed FY 1999 with a Clean Opinion
- The District completed FY 1999 with a budget surplus, the third consecutive year, confirming a path to financial recovery.

FY 2001 Proposed Budget by Control Center

The basic unit of budgetary and financial control in the District's financial management system is a control center. The Office of the Chief Financial Officer is comprised of seven control centers that serve as the major components of the agency's budget.

FY 2001 Proposed Budget by Control Center

(Dollars in Thousands)

Office of the Chief Financial Officer

Control Center	Proposed FY 2001 Budget
1000 EXECUTIVE DIRECTION	4,258
2000 FINANCIAL OPERATIONS AND SYSTEMS	8,580
3000 BUDGET AND PLANNING	3,614
4000 GRANTS MANAGEMENT AND DEVELOPMENT	1,988
5000 TAX AND REVENUE	42,795
6000 CHIEF INFORMATION OFFICER	4,345
7000 FINANCE AND TREASURY	14,891
AT0 Office of the Chief Financial Officer	80,471

Agency Overview and Organization

In April 1995, Congress addressed the District's financial crisis with the enactment of Public Law 104-8, the District of Columbia Financial Responsibility and Management Assistance Act (the "Act"). With the Act, the Congress also established an independent Office of the Chief Financial Officer (OCFO) to restore financial integrity and fiscal responsibility to the District government. The Act also placed the following offices under the authority of the OCFO: the Office of Financial Operations and Systems (including the Office of the Chief Information Officer), the Office of Budget and Planning, the Office of Grants Management and Development, the Office of Tax and Revenue, and the Office of Finance and Treasury.

The work of the agency is carried out through seven major divisions:

Executive Direction includes the immediate office of the Chief Financial Officer (CFO) and offices providing communications, legal, procurement, personnel and financial management support for the District's core financial operation and for the financial operations of the District's program agencies.

The Office of Financial Operations and Systems (OFOS) is responsible for the District's accounting operations, including critical functions such as internal controls, financial reporting and pay and retirement services. It includes the Financial and Technical Services Division (FTSD), a cost-effective shared service operation that provides financial management services to many of the District's smaller agencies and commissions.

The Office of Budget and Planning (OBP) is the principal advisor on the District's budget and has primary responsibility for the management of the budget and financial plan. As such, the mission of OBP is to prepare, monitor, analyze and execute the District's budget, including operating funds, capital funds and enterprise funds, in a manner that ensures fiscal integrity and maximizes service to taxpayers.

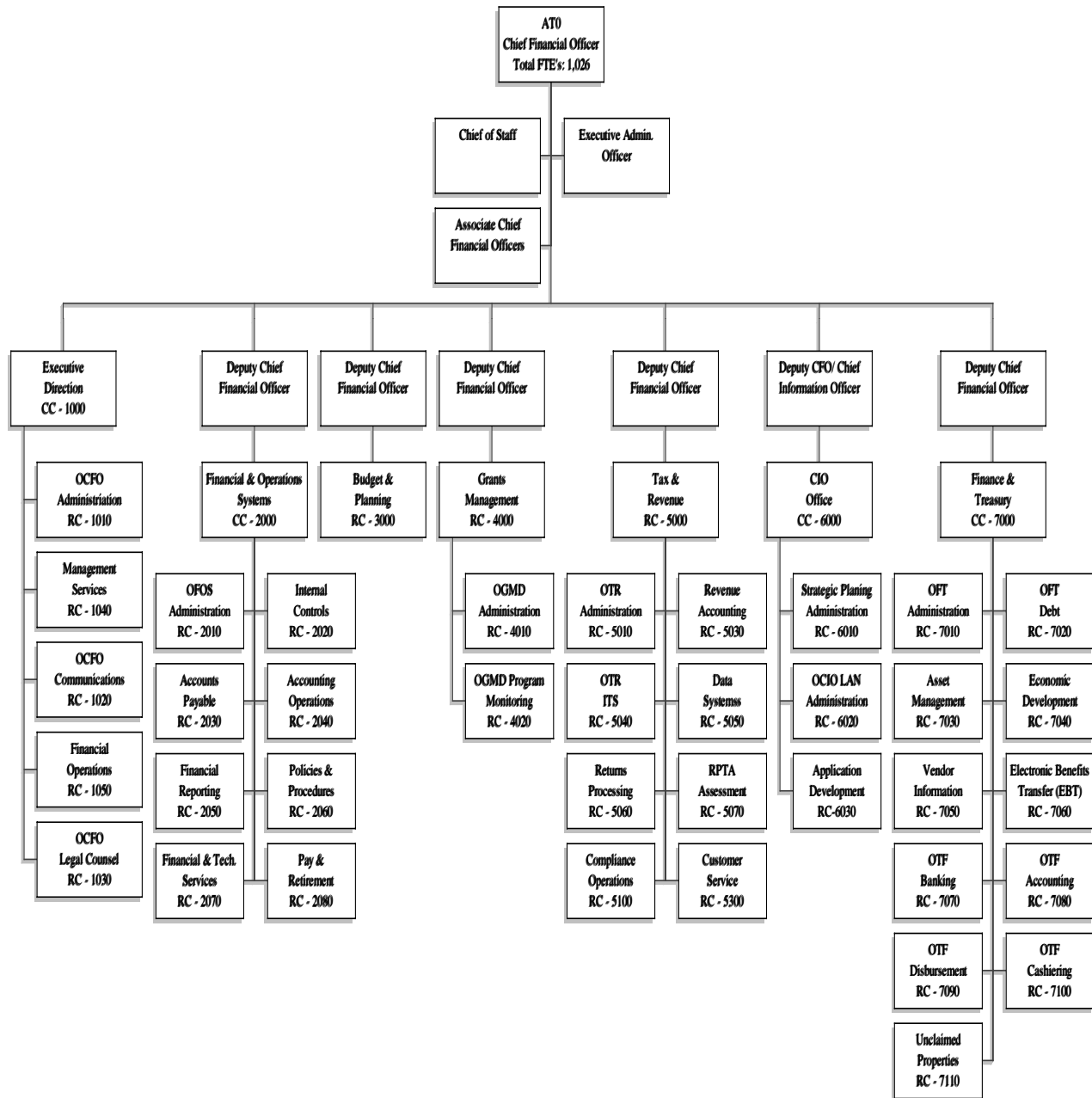
The Office of Grants Management and Development (OGMD) works in concert with District leadership, agency management, and community-based organizations to maximize access to federal, foundation, business and other private resources that support the District's program and policy priorities.

The Office of Tax and Revenue (OTR) ensures the fair, efficient and effective administration of the District's business, income, excise and real property tax laws. The Office processes tax returns and refunds, accounts for tax revenue, values property and records deeds, initiates tax compliance and collection efforts, and provides tax-related assistance and information.

The Office of the Chief Information Officer (OCIO) develops and maintains state-of-the-art financial information systems for the District of Columbia. The OCIO is responsible for the integration and planning of financial management operations and systems including the District's new Financial Management System (SOAR). In the proposed FY 2001 budget, the DC SHARE Computer Center will be transferred to the Office of the Chief Technology Officer (OCTO). This represents a transfer of \$4.8 million and 34 FTEs from the OCFO to OCTO.

The Office of Finance and Treasury (OFT) manages the assets and liabilities of the District government. As such OFT manages the District's cash and liquid assets, handles all cash disbursements, conducts capital market borrowings, collect non-tax accounts receivables, administers District retirement programs, and improves the District's infrastructure through an economic development revenue bond program.

Office of the Chief Financial Officer (ATO)



FY 2001 Proposed Operating Budget

The Operating Budget of the Office of the Chief Financial Officer is composed of two categories: (1) Personal Services (PS), and (2) Nonpersonal Services (NPS).

Within the PS budget category are several object classes of expenditure such as regular pay, other pay, additional gross pay, and fringe benefits. Within the NPS budget category are several object classes of expenditure such as supplies and materials, utilities, communications, rent, other services and charges, contractual services, subsidies and transfers, equipment and equipment rental, and debt service.

Authorized spending levels present the dollars and related full-time equivalents (FTE) by revenue type. Revenue types include: Local (tax and non-tax revenue not earmarked for a particular purpose); Federal (revenue provided by the federal government to support federally established programs or grants for a particular purpose); Other (fees, fines, reimbursable, etc); and Intra-District (payments for services provided by one District agency for another District agency).

FY 2001 Proposed Operating Budget

(Dollars in Thousands)

Office of the Chief Financial Officer

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance				
Regular Pay -Cont. Full Time	38,006	42,455	42,432	-23				
Regular Pay - Other	3,587	2,135	2,301	166				
Additional Gross Pay	1,569	709	1,100	391				
Fringe Benefits	6,739	6,771	7,598	827				
Unknown Payroll Postings	0	0	0	0				
Subtotal for: Personal Services (PS)	49,900	52,070	53,431	1,361				
Supplies and Materials	936	1,276	858	-419				
Utilities	774	510	510	0				
Telephone, Telegraph, Telegram	1,205	1,308	969	-339				
Rentals - Land and Structures	5,218	6,502	6,473	-28				
Other Services and Charges	9,708	7,214	5,685	-1,528				
Contractual Services - Other	8,147	11,546	11,451	-94				
Subsidies and Transfers	5,895	0	0	0				
Equipment and Equipment Rental	3,478	1,146	1,093	-53				
Subtotal for: Nonpersonal Services (NPS)	35,360	29,501	27,040	-2,461				
Total Expenditures:	85,261	81,571	80,471	-1,100				
Authorized Spending Levels by Revenue Type:								
	FTEs	Dollars	FTEs	Dollars	FTEs	Dollars	FTEs	Dollars
Local	978	61,429	919	63,916	912	64,906	-7	990
Federal	14	6,920	5	913	3	932	-2	19
Other	23	7,694	41	10,303	41	9,845	0	-458
Intra-District	14	9,217	104	6,439	70	4,788	-34	-1,651
Total:	1,029	85,261	1,069	81,571	1,026	80,471	-43	-1,100

Agency Funding Summary

The proposed FY 2001 operating budget *for all funding sources* is \$80,470,654, a decrease of \$1,100,100 from FY 2000 approved budget. There are 1,026 FTEs supported by this budget, a decrease of 43 FTEs from the FY 2000 budget. The Office of the Chief Financial Officer receives 80.3 percent of its funding from local, 1.1 percent from federal, 12.5 percent from other, and 6.1 percent from intra-District sources.

- **Local.** The proposed *local* budget is \$64,906,046, a net decrease of \$989,903 from the FY 2000 budget. Of this net decrease, an increase of \$2,674,435 is in personal services, and a decrease of \$1,684,532 is in nonpersonal services. There are 912 FTEs supported by local sources.

The change in personal services is comprised of:

- \$2,166,587 is an increase for the 6 percent pay raise for non-union employees
- \$1,900,000 is an increase in for the revenue compliance initiative
- \$516,100 is an increase to reflect the reallocation of positions in the Office of Finance and Treasury (OFT) from nonlocal to local sources
- (\$518,711) is a decrease for a 3.5 percent vacancy rate savings initiative
- (\$801,789) is a decrease resulting from program savings and reduction of 6 FTEs
- (\$587,752) is a decrease due to the transfer of 12 FTEs for the SHARE Computer Center from the Office of the Chief Information Officer to the Office of the Chief Technology Officer

The net change in nonpersonal services is comprised of:

- (\$3,024,410) is a decrease in nonpersonal services as a result of the transfer of the SHARE Computer Center
- \$600,000 is an increase in other services and charges for the revenue compliance initiative
- (\$3,000) is a decrease for telephone costs
- \$150,000 increase for rent costs based on Office of Property Management (OPM) estimates
- \$142,021 is an increase in other services and charges for OFT's Disbursement Unit
- \$7,545 is an increase in other services and charges
- \$100,004 is an increase in contractual services for OFT's Disbursement Unit
- \$129,779 is an increase in contractual services
- \$45,775 is an increase for equipment for OFT's Disbursement Unit
- \$167,754 is an increase for equipment
- **Federal.** The proposed *federal* budget is \$932,000, a net increase of \$19,000 over the FY 2000 budget. The entire increase is in personal services. There are three FTEs funded by federal sources, a decrease of two unfunded FTEs over the FY 2000 budget.
- **Other.** The proposed *other funds* budget is \$9,844,547, a decrease of \$457,964 from the FY 2000 budget. Of this decrease, \$38,764 is in personal services, and \$419,200 is in nonpersonal services. There are 41 FTEs funded from other sources, no change from the FY 2000 budget.

The net decrease is due to: \$68,835 increase for the 6 percent pay increase; \$1,026,800 in program increases; \$443,173 decrease in program savings; \$14,000 decrease to transfer the SHARE computer center to OCTO. And \$1,096,426 decrease to transfer the Industrial Revenue Bond (IRB) program to the Office of the Deputy Mayor for Planning and Economic Development. There are seven FTEs transferred for the IRB program.

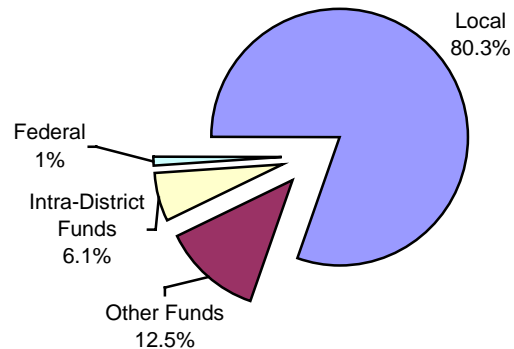
- **Intra-District.** The proposed *intra-District* budget is \$4,788,064, a net decrease of \$1,651,039 from the FY 2000 approved budget. Of this net decrease, there is a \$1,293,539 decrease in personal services, and a \$357,500 decrease in nonpersonal services. There are 70 FTEs funded from *intra-District* sources, a decrease of 34 FTEs from the FY 2000 budget.

The net decrease is due to: \$254,571 increase for the 6 percent pay increase; a \$55,780 decrease in program savings; \$72,464 in program increases; \$1,218,493 and 22 FTEs, transfer of the SHARE computer center to OCTO; and \$703,800 transfer of nonlocal funding to local within OFT

Figure 1

Of the total Proposed FY 2001 Operating Budget, 80.3 percent is Local.

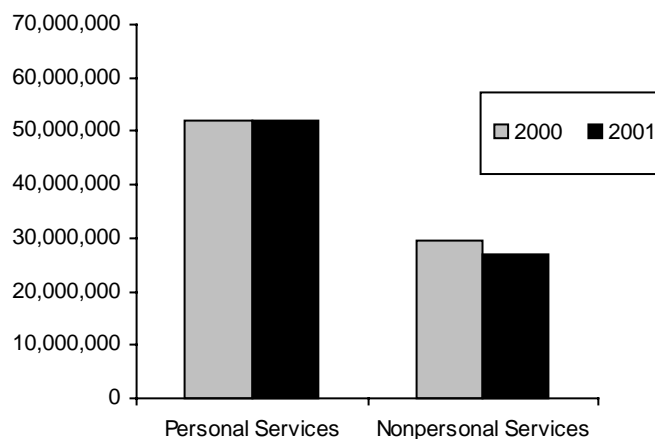
Other funds, intra-District and federal funds combined are 19.7 percent of the total budget.

**Figure 2**

FY 2001 Proposed Budget Includes an Increase for PS Offset by a Decrease in NPS

Personal Services increased by 0.3 percent, from \$52.0 million in FY 2000 to \$53.4 million in FY 2001.

Nonpersonal services decreased by 8.0 percent, from \$29.5 million to \$27.1 million.



Occupational Classification Codes

Occupational Classification Codes (OCC) are used by federal agencies like the Bureau of Labor and Census Bureau, as a way of classifying workers into eight major occupational categories for the purpose of collecting, calculating, or disseminating data. The Office of the Chief Financial Officer's workforce is divided among five occupational classification codes.

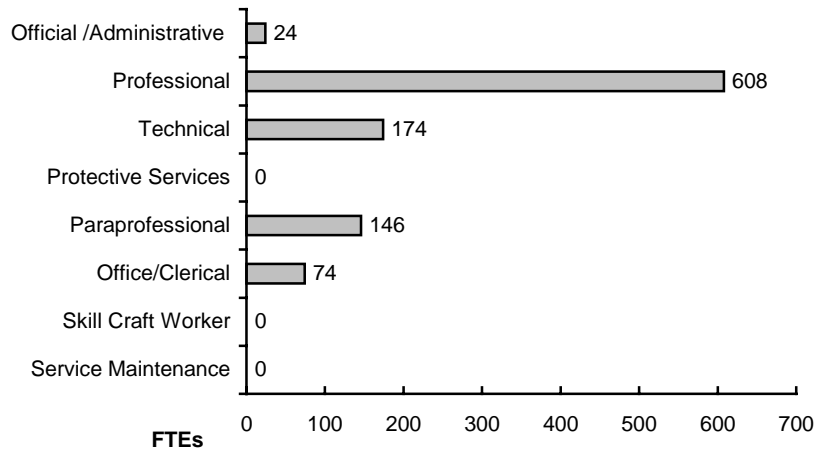
Agency FTEs by Occupational Classification Code

OC Code	FTEs in FY 2001
Official /Administrative	24
Professional	608
Technical	174
Protective Services	0
Paraprofessional	146
Office/Clerical	74
Skill Craft Worker	0
Service Maintenance	0
Total	1,026

FTE Analysis

Agency FTEs by Occupational Classification Code

The Office of the Chief Financial Officer is an administrative agency. Of the total FTEs, 58.1 percent are Professional. Another 16.6 percent are Technical employees.



Control Center Summaries

1000-Executive Direction

FY 2001 Proposed Operating Budget**Control Center:** 1000

EXECUTIVE DIRECTION

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	2,764	3,482	2,621	-861
Regular Pay - Other	271	14	24	10
Additional Gross Pay	72	31	55	24
Fringe Benefits	445	524	403	-122
Subtotal for: Personal Services (PS)	3,552	4,051	3,102	-950
Supplies and Materials	66	46	31	-15
Utilities	9	49	49	0
Telephone, Telegraph, Telegram	170	58	55	-3
Rentals - Land and Structures	0	40	40	0
Other Services and Charges	965	318	352	34
Contractual Services - Other	417	510	510	0
Equipment and Equipment Rental	134	134	119	-15
Subtotal for: Nonpersonal Services (NPS)	1,760	1,155	1,156	1
Total Expenditures:	5,312	5,207	4,258	-949
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	5,312	5,126	4,178	-948
Intra-District	0	81	80	-1
Total:	5,312	5,207	4,258	-949

1000-Executive Direction

EXECUTIVE DIRECTION				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program		Proposed FY 2001 FTEs	Proposed FY 2001 Budget	
1010	IMMEDIATE OFFICE OF THE CFO	12	1,238	
1020	COMMUNICATIONS	3	233	
1030	LEGAL AND INTERGOVERNMENTAL AFFAIRS	6	827	
1040	PROCUREMENT	16	1,424	
1050	FINANCIAL OPERATIONS	9	536	
1000	EXECUTIVE DIRECTION	46	4,258	
Total by Revenue Type:				
1000	EXECUTIVE DIRECTION	Local	45	4,178
1000	EXECUTIVE DIRECTION	Intra-District	1	80
1000	EXECUTIVE DIRECTION	Total	46	4,258

Program Overview

Executive Direction includes the immediate staff of the Chief Financial Officer along with support units that provide communications, legal, procurement, and financial management services for the District's core financial operations and for the financial operations of the District's program agencies.

Key OCFO accomplishments in FY 2000 include: The District's debt was restructured to reduce the cost of debt service in FY 2000 by \$59 million, and investment grade bond ratings were maintained. The internal control unit initiated or conducted 35 audits and reviews that have identified 108 internal control improvements that are needed. Agency CFOs prepared FY 2000 financial plans as a financial management tool and to provide for early detection of spending pressures. The newly implemented SOAR financial management system completed its first year of operation, and half of the District's employees were converted to the new CAPPS personnel and payroll system. In addition, the OCFO successfully addressed Y2K concerns by evaluating and remediating 77 computer applications housed at the DC SHARE Computer Center, at a cost of \$7 million.

FY 2001 programmatic goals and performance indicators for the OCFO include:

- Obtain an unqualified opinion, on-time, on the District's Comprehensive Annual Financial Report (CAFR)
- Assure a year-end balanced FY 2001 budget
- Provide effective, efficient financial systems and business methods to support the financial information needs and decision processes of the District
- Establish "business partner" relationship, including joint performance evaluation criteria, between Agency Directors and CFOs in large agencies

1000-Executive Direction

Proposed Budget Summary

The proposed FY 2001 budget for Executive Direction totals \$4,257,896 a decrease of \$948,605, from the FY 2000 budget. There are 46 FTEs supported by this control center.

- **Local.** The proposed *local* budget is \$4,177,572, a net decrease of \$947,929 from the FY 2000 budget. Of this net decrease, there is a \$949,009 decrease in personal services and a \$1,080 increase in nonpersonal services. There are 45 FTEs supported by local sources.

Major changes affecting the *local* budget include:

- \$110,893 is an increase for the 6 percent pay raise for non-union employees
 - (\$137,325) is a decrease for 3.5 percent vacancy rate savings initiative.
 - (\$540,577) is a decrease for program savings
 - (\$15,000) is a decrease in supplies
 - (\$3,000) is a decrease in telecommunications
 - \$34,080 is an increase in other services and charges
 - (\$15,000) is a decrease in equipment
 - (\$382,000) is a decrease for the transfer of eight FTEs to the Office of Tax and Revenue
- **Intra-District.** The proposed *intra-District* budget is \$80,324, a net decrease of \$676 from the FY 2000 budget. The net decrease is: \$4,547 for the 6 percent pay increase and a \$5,223 decrease in program savings. There is one FTE supported by intra-District sources.

2000-Office of Financial Operations and Systems

FY 2001 Proposed Operating Budget**Control Center: 2000****FINANCIAL OPERATIONS AND SYSTEMS****(Dollars in Thousands)**

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	5,192	5,423	5,284	-139
Regular Pay - Other	163	73	64	-9
Additional Gross Pay	211	140	244	104
Fringe Benefits	916	836	913	77
Subtotal for: Personal Services (PS)	6,482	6,472	6,505	33
Supplies and Materials	59	68	83	15
Telephone, Telegraph, Telegram	0	30	30	0
Rentals - Land and Structures	788	821	821	0
Other Services and Charges	317	364	411	47
Contractual Services - Other	1,188	450	565	115
Equipment and Equipment Rental	84	116	166	50
Subtotal for: Nonpersonal Services (NPS)	2,436	1,848	2,075	227
Total Expenditures:	8,918	8,321	8,580	260
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	4,965	6,512	6,138	-374
Other	2,946	1,397	2,026	629
Intra-District	1,007	412	416	4
Total:	8,918	8,321	8,580	260

2000-Office of Financial Operations and Systems

FINANCIAL OPERATIONS AND SYSTEMS				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program			Proposed FY 2001 FTEs	Proposed FY 2001 Budget
2010	ADMINISTRATION		9	1,473
2020	INTERNAL CONTROLS		8	535
2030	ACCOUNTS PAYABLE		3	221
2040	ACCOUNTING OPERATIONS		19	688
2050	FINANCIAL REPORTING		5	405
2060	POLICIES AND PROCEDURES		5	317
2070	FINANCIAL AND TECHNICAL SERVICES		16	791
2080	PAY AND RETIREMENT		80	4,151
2000	FINANCIAL OPERATIONS AND SYSTEMS		145	8,580
Total by Revenue Type:				
2000	FINANCIAL OPERATIONS AND SYSTEMS	Local	97	6,138
2000	FINANCIAL OPERATIONS AND SYSTEMS	Other	40	2,026
2000	FINANCIAL OPERATIONS AND SYSTEMS	Intra-District	8	416
2000	FINANCIAL OPERATIONS AND SYSTEMS	Total	145	8,580

Program Overview

The Office of Financial Operations and Systems (OFOS) is responsible for the District's accounting operations, including critical functions such as internal controls, financial reporting and pay and retirement services. The District's financial activities are compiled and summarized by OFOS in the Comprehensive Annual Financial Report (CAFR), which presents the District's financial position at the end of each fiscal year. OFOS also provides shared financial services to the District's small and independent agencies through the Financial and Technical Services Division (FTSD).

The Office of Financial Operations and Systems can identify many important recent accomplishments. These include implementing SOAR, the city's new financial management system, and successfully converting 50 percent of the District's workforce from UPPS to CAPPs, the new payroll and personnel system. The Office of Pay and Retirement transmitted agency Civil Service Retirements to the U.S. Office of Personnel Management in 28 days, beating the federal standard of 30. The OFOS Internal Control Unit (ICU) continues to investigate financial activities and processes throughout the District, and the ICU staff has identified 108 deficiencies in internal control for management follow-up and resolution as a result of its 35 most recent audits or reviews.

2000-Office of Financial Operations and Systems

FY 2001 programmatic goals for this division include:

- Receive clean opinion by the independent auditors for fiscal year 2000
- Update accounting procedures and improve CAFR process based upon first year's experience with SOAR
- Prepare full financials quarterly
- Refine and develop standardized SOAR reports
- Develop a SOAR training plan that is customized to agency-specific needs
- Complete the implementation of CAPPS in all District agencies
- Implement electronic process to post CAPPS payroll data

Proposed Budget Summary

The proposed FY 2001 budget for OFOS totals \$8,580,385, an increase of \$259,846 over the FY 2000 budget. There are 145 FTEs supported by this control center.

- **Local.** The proposed *local* budget is \$6,138,166, a net decrease of \$373,773 from FY 2000. The entire decrease is in personal services. There are 97 FTEs supported by local sources.

Major changes affecting the *local* budget include:

- \$355,129 is an increase for the 6 percent pay raise for non-union employees
 - (\$167,369) is a decrease for 3.5 percent vacancy rate savings initiative.
 - (\$469,533) is a decrease for program savings
 - (\$92,000) is a decrease for the transfer of two positions to the Office of Finance and Treasury
- **Other.** The proposed *other* budget is \$2,025,947, an increase of \$629,347 over the FY 2000 budget. The increase is due to a US Treasury reimbursement for retirement benefit processing in the Office of Pay and Retirement. The increase is due to: \$53,057 increase for the 6 percent pay increase; \$349,490 increase for programs; and \$226,800 increase in nonpersonal services. There are 40 FTEs supported by other sources.
 - **Intra-District.** The proposed *intra-District* budget is \$416,272, an increase of \$4,272 over the FY 2000 budget. The net increase is due to a \$15,195 increase for the 6 percent pay increase and \$10,922 decrease in programs. There are eight FTEs supported by intra-District sources.

Performance Measures for Financial Operations and Systems
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Responsibility Center: 2000 – Office of Financial Operations and Systems

Full financials prepared quarterly – cash basis

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of full financial reports prepared	0	0	2	3	4

Prepare “flash” reports monthly with key financial indicators

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of “Flash” Reports Produced timely	10	4	2	6	12

Percent of agencies with access to electronic payroll data

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percent of Agencies	0	0	25	50	100

3000-Office of Budget and Planning

FY 2001 Proposed Operating Budget

Control Center: 3000

BUDGET AND PLANNING

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	2,208	2,525	2,548	23
Regular Pay - Other	146	0	0	0
Additional Gross Pay	62	58	20	-38
Fringe Benefits	372	374	389	15
Subtotal for: Personal Services (PS)	2,788	2,957	2,957	0
Supplies and Materials	26	33	33	0
Utilities	41	34	34	0
Telephone, Telegraph, Telegram	28	33	33	0
Rentals - Land and Structures	0	27	27	0
Other Services and Charges	386	335	335	0
Contractual Services - Other	366	205	175	-30
Equipment and Equipment Rental	114	40	20	-20
Subtotal for: Nonpersonal Services (NPS)	960	707	657	-50
Total Expenditures:	3,748	3,664	3,614	-50
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	2,177	2,002	1,882	-120
Intra-District	1,570	1,662	1,732	70
Total:	3,748	3,664	3,614	-50

3000-Office of Budget and Planning

BUDGET AND PLANNING (Dollars in Thousands) Office of the Chief Financial Officer				
Program			Proposed FY 2001 FTEs	Proposed FY 2001 Budget
3010	BUDGET AND PLANNING		52	3,614
3000	BUDGET AND PLANNING		52	3,614
Total by Revenue Type:				
3000	BUDGET AND PLANNING	Local	26	1,882
3000	BUDGET AND PLANNING	Intra-District	26	1,732
3000	BUDGET AND PLANNING	Total	52	3,614

Program Overview

The Office of Budget and Planning (OBP) is the principal advisor on the District's budget and has primary responsibility for the management of the budget and financial plan. As such, the mission of OBP is to prepare, monitor, analyze and execute the District's budget, including operating funds, capital funds and enterprise funds, in a manner that ensures fiscal integrity and maximizes service to taxpayers.

The Office of Budget and Planning can identify many important recent accomplishments. These include implementing an in-house budgeting system, strategically aligning the FY 2001 baseline budget with the Mayor's Citizen Summit goals, successfully completing the first financial review of the Capital Program, and implementing the National Advisory Council on State and Local Budgeting (NACSLB) Recommended Budget Practices.

FY 2001 programmatic goals for this division include:

- Balance the District of Columbia's budget
- Ensure fiscal discipline at the agency level
- Align capital and operating budgets with the city-wide strategic plan and Citizen Summit goals

Proposed Budget Summary

The proposed FY 2001 budget for OBP totals \$3,614,133, a net decrease of \$49,675 from the FY 2000 budget. There are 52 FTEs supported by this control center.

- **Local.** The proposed *local* budget is \$1,882,187, a decrease of \$119,621 from the FY 2000 budget. Of this decrease, \$69,621 is a decrease in personal services and there is a \$50,000 decrease in nonpersonal services. There are 26 full-time positions funded by local sources.

Major changes affecting the *local* budget include:

- \$83,119 is an increase for the 6 percent pay raise for non-union employees
- (\$43,390) is a decrease for 3.5 percent vacancy rate savings initiative
- (\$109,350) is a decrease for program savings
- (\$30,000) is a decrease in contractual services
- (\$20,000) is a decrease in equipment

3000-Office of Budget and Planning

- **Intra-District.** The proposed *intra-District* budget is \$1,731,946, a net increase of \$69,946 from the FY 2000 budget. The net increase is due to: \$81,053 increase for the 6 percent pay increase; \$55,780 decrease in program savings; and \$44,673 in program increases. There are 26 full-time positions funded from intra-District sources.

Performance Measures for Budget and Planning

Responsibility Center: 3000 – Office of Budget and Planning

Number of NACSLB "Recommended Budget Practices" Implemented

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Practices	0	0	3	5	7

Percent of quarterly Financial Review Process reports submitted timely

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percentage of Timely FRP Reports	0	0	75	100	100

Percent of Agency Budgets Aligned with Mayoral Priorities

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percentage of Agency Budgets Aligned	0	0	0	75	95

Number of "Outstanding" Ratings by GFOA of Budget

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Outstanding ratings by GFOA	1	0	1	2	2

Timely Fiscal Impact Statements Prepared

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of fiscal impact statements produced timely	25	45	70	80	85

Number of Financial Planning Documents Prepared

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Financial Reports	0	25	45	45	45

Timely processing of reprogrammings

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Average number of days to process a reprogramming	40	40	15	15	10

4000-Office of Grants Management and Development

FY 2001 Proposed Operating Budget

Control Center: 4000

GRANTS MANAGEMENT AND DEVELOPMENT

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	1,220	1,402	1,316	-87
Regular Pay - Other	680	0	0	0
Additional Gross Pay	29	0	0	0
Fringe Benefits	283	215	204	-10
Subtotal for: Personal Services (PS)	2,212	1,617	1,520	-97
Supplies and Materials	29	14	7	-7
Telephone, Telegraph, Telegram	39	39	39	0
Rentals - Land and Structures	246	209	209	0
Other Services and Charges	79	105	50	-55
Contractual Services - Other	493	155	155	0
Subsidies and Transfers	5,895	0	0	0
Equipment and Equipment Rental	21	16	8	-8
Subtotal for: Nonpersonal Services (NPS)	6,803	537	468	-70
Total Expenditures:	9,015	2,154	1,988	-166
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Federal	6,207	0	0	0
Intra-District	2,808	2,154	1,988	-166
Total:	9,015	2,154	1,988	-166

4000-Office of Grants Management and Development

GRANTS MANAGEMENT AND DEVELOPMENT				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program			Proposed FY 2001 FTEs	Proposed FY 2001 Budget
4010	ADMINISTRATION		12	1,238
4020	COMPETITIVE SERVICE		13	750
4000	GRANTS MANAGEMENT AND DEVELOPMENT		25	1,988
Total by Revenue Type:				
4000	GRANTS MANAGEMENT AND DEVELOPMENT	Intra-District	25	1,988
4000	GRANTS MANAGEMENT AND DEVELOPMENT	Total	25	1,988

Program Overview

The Office of Grants Management and Development works in concert with District leadership, agency management, and community based organizations to maximize access to federal, foundation, business and other private resources that support the District's program and policy priorities.

The Office of Grants Management and Development's recent accomplishments include: providing \$27.6 million in new discretionary grant funds from federal sources, managing 20 grant competitions for city agencies resulting in awards totaling \$13.2 million in federal and local funds to the community, increasing the number of subgrant certifications by 20 percent and administering approximately \$17 million in federal criminal and juvenile justice formula and discretionary grants.

FY 2001 programmatic goals for this division include:

- Reduce lapsed federal grant funds
- Increase the FY 2001 new grant award amount
- Develop a District-wide grant management policy
- Provide training to agencies on grant application development

Proposed Budget Summary

The proposed FY 2001 budget for OGMD totals \$1,987,526, a net decrease of \$166,374 from the FY 2000 budget. There are 25 FTEs supported by this control center.

- **Intra-District.** The proposed *intra-District* budget is \$1,987,526, a net decrease of \$166,374 from FY 2000. The net decrease is due to: \$63,735 increase for the 6 percent pay increase and \$230,109 decrease in program savings. There are 25 full-time positions funded by intra-District sources.

Performance Measures for Grants Management and Development

Responsibility Center: 4000 – Office of Grants Management and Development

Convene Grant Executive Council

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Meetings	N/A	N/A	1	2	4

Prepare Quarterly Grant Risk Assessment Reports

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Reports	N/A	1	2	3	4

Complete District Subgrant Award Competitions

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Competitions	13	20	45	50	55

5000-Office of Tax and Revenue

FY 2001 Proposed Operating Budget

Control Center: 5000

TAX AND REVENUE

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	19,148	21,451	24,381	2,931
Regular Pay - Other	2,076	2,036	2,153	118
Additional Gross Pay	827	344	540	196
Fringe Benefits	3,461	3,547	4,511	964
Subtotal for: Personal Services (PS)	25,512	27,378	31,585	4,208
Supplies and Materials	448	415	468	53
Utilities	420	99	99	0
Telephone, Telegraph, Telegram	355	422	422	0
Rentals - Land and Structures	4,059	4,971	5,121	150
Other Services and Charges	3,072	2,418	2,953	535
Contractual Services - Other	746	1,788	1,648	-140
Equipment and Equipment Rental	2,514	505	499	-6
Subtotal for: Nonpersonal Services (NPS)	11,614	10,617	11,209	592
Total Expenditures:	37,125	37,995	42,795	4,800
by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	35,723	36,467	41,672	5,205
Federal	15	0	0	0
Other	1,365	1,505	1,100	-405
Intra-District	23	23	23	0
Total:	37,125	37,995	42,795	4,800

5000-Office of Tax and Revenue

TAX AND REVENUE				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program			Proposed FY 2001 FTEs	Proposed FY 2001 Budget
5010	ADMINISTRATION		43	9,618
5030	REVENUE ACCOUNTING		26	1,376
5040	INTEGRATED TAX SYSTEMS		26	1,569
5050	DATA SYSTEMS		37	2,613
5060	RETURNS PROCESSING		105	5,078
5070	REAL PROPERTY		133	7,499
5100	COMPLIANCE		175	10,851
5130	CUSTOMER SERVICE		71	4,190
5000	TAX AND REVENUE		616	42,795
Total by Revenue Type:				
5000	TAX AND REVENUE	Local	616	41,672
5000	TAX AND REVENUE	Other	0	1,100
5000	TAX AND REVENUE	Intra-District	0	23
5000	TAX AND REVENUE	Total	616	42,795

Program Overview

The Office of Tax and Revenue (OTR) ensures the fair, efficient and effective administration of the District's business, income, excise and real property tax laws. The Office processes tax returns and refunds, accounts for tax revenue, values property and records deeds, initiates tax compliance and collection efforts, and provides tax-related assistance and information.

The Office of Tax and Revenue can identify many important recent accomplishments. These include the establishment of a Tax Fraud Hotline and the implementation of the Revenue Discovery Contract, which will identify and collect taxes owed by businesses and individuals that are not complying with the District's tax laws. The new Criminal Investigations unit has investigated over 20 cases of suspected tax fraud resulting in 16 referrals for prosecution. The Geographical Information System featuring point and click access to over 6,000 parcels of property is now operational, and land records at the Recorder of Deeds are being imaged into a computer system. Customer service improvements include the expansion of electronic filing options in addition to providing the option of tax payment by credit card. In the FY 2001 proposed budget, the Office of Tax and Revenue will receive a \$4.8 million increase for the 6 percent pay raise and personal and non-personal services concerning the Revenue Compliance Initiative.

5000-Office of Tax and Revenue

FY 2001 programmatic goals for OTR include:

- Increase delinquent account collections to \$73 million
- Increase the number of returns received electronically to 20,000
- Migrate all business and individual tax accounts to the new Integrated Tax System

Proposed Budget Summary

The proposed FY 2001 budget for OTR totals \$42,794,642, an increase of \$4,799,728 from the FY 2000 budget. There are 616 FTEs supported by this control center.

- **Local.** The proposed *local* budget is \$41,671,642, an increase of \$5,204,728 from the FY 2000 budget. Of this increase, there is a \$4,207,727 increase in personal services, and a \$997,001 increase in nonpersonal services. There are 616 full-time positions funded by local sources.

Major changes affecting the *local* budget include:

- \$1,301,598 is an increase for the 6 percent pay raise for non-union employees
 - \$1,900,000 is an increase in personal services for the revenue compliance initiative
 - \$809,129 is an increase to fully fund OTR's authorized positions
 - (\$70,000) is a decrease for program savings from a reduction of two positions
 - (\$115,000) is a decrease to redirect three cashiers and funding to the Office of Finance and Treasury
 - \$562,000 is an increase in other services and charges for the revenue compliance initiative
 - (\$26,535) is a decrease for other services and charges
 - \$150,000 is an increase for rent according to OPM estimates
 - \$38,000 is an increase in supplies for the revenue compliance initiative
 - \$15,000 is an increase in supplies
 - \$159,779 is an increase in contractual services
 - \$98,757 is an increase for equipment
 - \$382,000 is an increase for the transfer of eight FTEs from Executive Direction
- **Other.** The proposed *other* budget is \$1,100,000, a decrease of \$405,000 from the FY 2000 budget. The entire decrease is program savings in nonpersonal services.
 - **Intra-District.** The proposed *intra-District* budget is \$23,000 representing no change from the FY 2000 budget.

Performance Measures for Tax and Revenue

Responsibility Center: 5000 – Office of Tax and Revenue

Electronic/Telefile Returns

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Electronic Returns	2,000	10,686	24,000	25,000	25,000

Refund *Time*

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Days to process an error free tax document	15	11	15	15	15

Number of *monthly* revenue reports produced timely

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of reports produced timely	8	4	6	11	11

Percent of *Businesses* on ITS

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percent of Businesses	0	0	0	100	100

Delinquent Account Collections

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Amount Collected (in Millions)	50.8	58.6	66.4	68.0	72.8

Number of Tax Payers Assisted

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of Taxpayers assisted	329,338	393,893	400,000	410,000	410,000

6000-Office of the Chief Information Officer

FY 2001 Proposed Operating Budget**Control Center:** 6000

CHIEF INFORMATION OFFICER

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	3,706	4,132	2,582	-1,550
Regular Pay - Other	54	0	15	15
Additional Gross Pay	205	131	64	-67
Fringe Benefits	590	619	463	-155
Subtotal for: Personal Services (PS)	4,556	4,882	3,124	-1,758
Supplies and Materials	289	381	93	-288
Utilities	304	284	284	0
Telephone, Telegraph, Telegram	594	702	367	-336
Rentals - Land and Structures	0	213	35	-178
Other Services and Charges	2,106	2,313	331	-1,982
Contractual Services - Other	3,008	206	67	-139
Equipment and Equipment Rental	222	160	44	-116
Subtotal for: Nonpersonal Services (NPS)	6,522	4,260	1,221	-3,038
Total Expenditures:	11,078	9,141	4,345	-4,796
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	8,171	8,089	4,345	-3,744
Other	7	14	0	-14
Intra-District	2,900	1,038	0	-1,038
Total:	11,078	9,141	4,345	-4,796

6000-Office of the Chief Information Officer

CHIEF INFORMATION OFFICER				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program			Proposed FY 2001 FTEs	Proposed FY 2001 Budget
6010	ADMINISTRATION/STRATEGIC PLANNING		6	1,216
6020	STRATEGIC BUSINESS SERVICES		23	1,348
6030	ENTERPRISE APPLICATIONS		22	1,781
6000	CHIEF INFORMATION OFFICER		51	4,345
Total by Revenue Type:				
6000	CHIEF INFORMATION OFFICER	Local	51	4,345
6000	CHIEF INFORMATION OFFICER	Total	51	4,345

Program Overview

The Office of the Chief Information Officer (OCIO) develops and maintains state-of-the-art financial information systems for the District of Columbia. In FY 2000 the OCIO was responsible for the integration and planning of financial management operations and systems including the District's new financial management system (SOAR) and the (SHARE) mainframe-computing systems used for payroll and tax processing.

However, in the proposed FY 2001 budget, the DC SHARE Computer Center will be transferred from the OCIO to the Office of the Chief Technology Officer (OCTO). This will result in the transfer of \$4.8 million and 34 FTEs from OCIO to OCTO. This programmatic change is in accordance with the District of Columbia's intention to centralize its technology function under OCTO.

The Office of the Chief Information Officer can identify many important recent accomplishments. The Y2K challenge was successfully met by evaluating and remediating 77 computer applications housed at the DC SHARE Computer Center at a cost of \$7 million. Related improvements include the purchase and installation of a new, expanded central processing unit at SHARE, along with the migration of systems and data to the new operating environment, and the development of a disaster recovery plan. In order to meet increased user requirements, SHARE expanded its hours of operation to 24 hours a day, 5 days a week, with additional weekend hours available upon request. Also, the OCIO is currently implementing software that will facilitate a District-wide Help Desk for SOAR, CAPPS, and ITS users.

FY 2001 programmatic goals for the OCIO include:

- Complete IT strategic plan that links OCFO strategy with IT solutions
- Complete IT acquisition policy and related acquisition strategy
- Use of web-enabled and other on-line report generation
- Develop a more comprehensive and integrated data warehouse to facilitate real-time access to financial and performance information, which would include SOAR, CAPPS, and ITS

6000-Office of the Chief Information Officer

Proposed Budget Summary

The proposed FY 2001 budget for OCIO totals \$4,345,030, a decrease of \$4,796,460 from the FY 2000 budget. There are 51 FTEs supported by this control center.

- **Local.** The proposed *local* budget is \$4,345,303, a decrease of \$3,744,460 from the FY 2000 budget. Of this decrease, \$720,050 is in personal services and \$3,024,410 is in nonpersonal services. There are 51 full-time positions funded by local sources.

Major changes affecting the *local* budget include:

- \$75,011 is an increase for the 6 percent pay raise for non-union employees
- (\$57,714) is a decrease for 3.5 percent vacancy rate savings initiative
- (\$587,752) is a decrease in personal services for the transfer of the SHARE computer center, including 12 FTEs, to OCTO
- (\$149,595) is a decrease in program savings
- (\$284,000) is a decrease for supplies due to the transfer of the SHARE Computer Center
- (\$162,747) is a decrease in utilities due to the transfer of the SHARE Computer Center
- (\$351,147) is a decrease for telephone due to the transfer of the SHARE Computer Center
- (\$1,971,516) is a decrease for other services and charges due to the transfer of the SHARE Computer Center
- (\$139,000) is a decrease for contractual services due to the transfer of the SHARE Computer Center
- (\$116,000) is a decrease for equipment due to the transfer of the SHARE Computer Center
- **Other.** The proposed *other* budget is \$0, representing a decrease of \$14,000 from the FY 2000 budget, due to the transfer of the SHARE computer center to OCTO.
- **Intra-District.** The proposed *intra-District* budget is \$0, a net decrease of \$1,038,000 and 22 FTEs from the FY 2000 budget. The net decrease is due to: \$61,808 increase for the 6 percent pay increase; \$118,685 increase for program; and a \$1,218,493 decrease and 22 FTEs, due to the transfer of the SHARE Computer Center to OCTO.

Performance Measures for OCIO

Responsibility Center: 6000 – Office of the Chief Information Officer

IT Communications solutions - Number of hits on OCFO internet/intranet sites

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of internet hits (thousands)	0	0	78	85	94

User/Staff IT skill development - Percent of staff receiving training

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
% of Staff Attending Training	20	20	30	50	80

Infrastructure - reliability and accessibility of IT services

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
% of “Up-time” for Local Area Networks	85	90	98	99	99

7000- Office of Finance and Treasury**FY 2001 Proposed Operating Budget****Control Center:** 7000

FINANCE AND TREASURY

(Dollars in Thousands)

Office of the Chief Financial Officer

Object Class	Actual FY 1999	Approved FY 2000	Proposed FY 2001	Variance
Regular Pay -Cont. Full Time	3,768	4,040	3,700	-339
Regular Pay - Other	195	12	46	34
Additional Gross Pay	163	5	178	173
Fringe Benefits	673	657	714	58
Subtotal for: Personal Services (PS)	4,798	4,713	4,638	-76
Supplies and Materials	25	320	143	-177
Utilities	0	44	44	0
Telephone, Telegraph, Telegram	19	24	24	0
Rentals - Land and Structures	125	220	220	0
Other Services and Charges	2,794	1,361	1,253	-108
Contractual Services - Other	1,929	8,232	8,332	100
Equipment and Equipment Rental	389	175	237	62
Subtotal for: Nonpersonal Services (NPS)	5,281	10,376	10,253	-123
Total Expenditures:	10,080	15,090	14,891	-199
Authorized Spending Levels by Revenue Type:	Dollars	Dollars	Dollars	Dollars
Local	5,096	5,720	6,691	971
Federal	699	913	932	19
Other	3,376	7,387	6,719	-668
Intra-District	909	1,069	549	-520
Total:	10,080	15,090	14,891	-199

7000-Office of Finance and Treasury

FINANCE AND TREASURY				
(Dollars in Thousands)				
Office of the Chief Financial Officer				
Program		Proposed FY 2001 FTEs	Proposed FY 2001 Budget	
7010	ADMINISTRATION	6	756	
7020	DEBT	7	735	
7030	ASSET MANAGEMENT	11	1,129	
7040	ECONOMIC DEVELOPMENT	0	200	
7050	VENDOR INFORMATION	5	209	
7060	ELECTRONIC BENEFITS TRANSFER (EBT)	5	1,816	
7070	BANKING	4	2,636	
7080	ACCOUNTING	11	208	
7090	DISBURSING	8	1,026	
7100	CASHIERING	27	1,292	
7110	UNCLAIMED PROPERTY	7	4,885	
7000	FINANCE AND TREASURY	91	14,891	
Total by Revenue Type:				
7000	FINANCE AND TREASURY	Local	77	6,691
7000	FINANCE AND TREASURY	Federal	3	932
7000	FINANCE AND TREASURY	Other	1	6,719
7000	FINANCE AND TREASURY	Intra-District	10	549
7000	FINANCE AND TREASURY	Total	91	14,891

Program Overview

The Office of Finance and Treasury (OFT) manages the assets and liabilities of the District government. As such, OFT manages the District's cash and liquid assets, handles all cash disbursements, conducts capital market borrowings, collects non-tax accounts receivables, administers District retirement programs, and improves the District's infrastructure through an economic development revenue bond program.

The Office of Finance and Treasury can identify many important recent accomplishments. Investment-grade ratings on the District's outstanding bonds were maintained, while outstanding debt was restructured to provide fiscal relief. Additional savings were achieved by instituting a performance-based contract for banking services. Other achievements include implementing a Tax Increment Financing (TIF) program, reducing average time for processing citizens' Unclaimed Property claims from 43 days to 23 days, and the execution of \$846 million in Industrial Revenue Bonds over the past year.

7000-Office of Finance and Treasury

FY 2001 programmatic goals for this division include:

- Maintain and improve the District's investment-grade bond rating
- Improve cash management procedures and policies
- Pursue additional debt restructuring/refunding opportunities to achieve added debt savings
- Expand the use of electronic offering and bidding for debt and investment transactions, using private service providers and the internet to reduce costs, enhance earnings and increase participation

Proposed Budget Summary

- The proposed FY 2001 budget for OFT totals \$14,891,044, a net decrease of \$198,560 from the FY 2000 budget. There are 91 FTEs supported by this control center.
- **Local.** The proposed *local* budget is \$6,691,449, an increase of \$970,958 over the FY 2000 budget. Of this increase, \$579,161 is in personal services, and \$391,797 is in nonpersonal services. There are 77 full-time positions funded from local sources.

Major changes affecting the *local* budget include:

- \$240,837 is an increase for the 6 percent pay raise for non-union employees
- (\$112,913) is a decrease for 3.5 percent vacancy rate savings initiative
- (\$271,763) is a decrease for the reduction of five FTEs
- \$92,000 is a transfer of two positions from the Office of Financial Operations and Systems
- \$516,000 is an increase to fund positions in OFT's Disbursement Unit
- \$115,000 is an increase due to redirection of three FTEs from the Office of Tax and Revenue
- \$142,021 increase for other services and charges due to the loss of indirect cost funding
- \$100,004 increase for contractual services due to the loss of indirect cost funding
- \$45,775 increase in equipment for due to the loss of indirect cost funding
- \$103,997 increase for equipment
- **Federal.** The proposed *federal* budget is \$932,000, an increase of \$19,000 over the FY 2000 budget. The entire increase is in personal services. There are three full-time positions funded by federal sources.
- **Other.** The proposed *other* budget is \$6,718,600, a net decrease of \$668,311 over the FY 2000 budget. Of this net decrease, there is a net \$441,311 decrease in personal services, and there is a net \$227,000 increase in nonpersonal services. There is one full-time position funded by other sources.

The net decrease is due to: \$15,778 increase for the 6 percent pay increase; \$412,337 increase for programs; and \$1,096,426 and seven FTEs decrease to transfer the Industrial Revenue Bond program to the Office of the Deputy Mayor for Planning and Economic Development.
- **Intra-District.** The proposed *intra-District* budget is \$548,995, a net decrease of \$520,207 from the FY 2000 budget. The net decrease is due to: \$28,233 increase for the 6 percent pay increase; \$155,360 increase for programs; and \$703,800 decrease due to the loss of indirect costs and funding from other District agencies. There are 10 full-time positions funded by intra-District sources.

Performance Measures for Office of Finance and Treasury

Responsibility Center: 7000 – Office of Finance and Treasury

Maintain investment grade bond rating 100 percent of the time and improve the rating to a higher investment grade level

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percent of time	0	50	100	100	100

Decrease District's Bank Fee Costs

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
\$ (Millions) spent annually on bank fees	2.2	2.2	1.6	1.2	1

Dollar volume of bonds issued through the Revenue Bond Program

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Millions of dollars in bonds issued	374	895	1,200	1,300	1,400

Monthly Cash Flow reports produced timely

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of cash flow reports produced by the 15 th of each month	0	0	9	12	12

Percentage of daily cash reports completed

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Percentage of daily reports completed	90	90	95	100	100

Reconcile bank statements timely

Performance Measure	1998 Actual	1999 Actual	2000 Estimate	2001 Projected	2002 Projected
Number of days to reconcile bank statements			45	30	30